

## Articles

- **Book Review**
- **New “How the Army Runs”**
- **New Leadership**
- **New School Commandant**
- **New Instructor**
- **Class Schedule**
- **Directorate Organization**

# A Force Management Update



A Quarterly Newsletter of the Army Force Management School

October 31 2003

**Book Review:** *The U.S. Army and the New National Security Strategy*, Edited by Lynn E. Davis and Jeremy Shapiro and prepared for the U.S. Army and published in 2003 by RAND.

**Background:** RAND is a federally funded nonprofit institution that helps improve policy and decision making through research and analysis. In the fall of 2001, the Army asked the RAND Arroyo Center to examine the implications of the new national security strategy. The Bush administration issued *The National Security Strategy of the United States* in fall 2002. RAND published their report in 2003. Their report provides the Army with another perspective on its ongoing transformation and suggests where it needs refinement.

**Introduction:** The preface indicates that the RAND report aims to “engage the defense community in the debate over which forces and capabilities the Army needs.” The chapters in this volume span a broad range of subjects and offer the Army a wide variety of different ideas. However, chapter 13, Refining Army Transformation, draws on the analysis in the preceding chapters to assess Army Transformation. With the renewed emphasis to a relevant, ready, and transforming Army, it is worth our time and effort to review their assessment. In particular, this is an excellent starting point for reviewing three major themes: the push for more jointness, an expeditionary Army, and modular units.

**Jointness:** The report charges the Army of “failure to pay sufficient attention to the capabilities of other services” which could actually help the Army transform. Regrettably, transforming the Army has been primarily an inward focus where we have judged capabilities by what is organic to an Army system or unit. We have not examined and recognized the full range of joint capabilities the Army commander has at their disposal. The author uses strike operations as an example where recent trends in information and stealth technology give greater capability than ever before. However, air delivered strikes raise proponent fears that ground forces are being replaced. The report makes the point that it is only through the air-ground partnership that we are more operationally effective. This partnership requires the Army to design its force in terms of how they complement the weaponry of other military services. In addition, the physical and electronic links that define jointness must be forged at low-echelons not just division and corps headquarters. This required capability across the Army has a significant impact on joint training and the report calls for the services to train together far more extensively that they do today.

**Expeditionary:** The report states “the national security challenge calls for an expeditionary Army, an organization prepared to deploy its forces globally, perhaps speedily.” In order for the nation to have an expeditionary Army there are profound implications for the force development community. The report highlights the “big war, forward deployed Army” that comes in “big chunks” (division, corps) with massive amounts of supplies and asserts that the Army must now focus on smaller units (brigades), rapid deployment, lighter weight platforms and reduced logistic burdens. Rapid deployment is a key characteristic of an expeditionary Army but having the 96-hour stretch goal may ultimately prove impractical based on large unit designs and the combination of limited forward airfield infrastructure and overall airlift allocation. The Army should have the capability to move some of its forces very quickly but whether the entire force needs to be shaped that way is debatable and unlikely. A

full spectrum unit runs against history and logic and it is difficult to see how the desired light, readily deployable units can possess the flexibility required of a full spectrum force. With budget constraints the Army will have to maintain the current heavy force for the foreseeable future and the resulting diversity (heavy, medium, light, special operations) and specialists in Army capabilities may make more sense in the new strategic environment. The logistics burden remains for an expeditionary Army deploying diverse units to distant, largely unprepared theaters unless we think in terms of smaller and lighter units complemented through a combination of pre-positioning (both ashore and afloat) and revised overseas positioning aligned with long-term national security interests and commitments.

**Modularity:** The report underscores the underlying vision of an Army of small modules that are assembled to meet mission requirements. In the past the Army met the full spectrum of demands placed on it by creating tailored forces. The Army is a master at this type of task organizing. The real issue is whether a single, cookie cutter unit can be made ultra flexible or whether ultra flexibility is better achieved by combining pieces from a diversified hybrid force structure. The report argues for the latter. Today these expeditionary type deployments set in motion a frantic scramble to move fully trained people into the deploying unit. The report therefore endorses a unit-manning system where the Army must accept tiered readiness, where some units are very ready and some out of necessity are very unready. It also suggests that the Army needs to reallocate support assets across the different components. That it is time to revisit the post Vietnam decision to make it difficult to send Army units overseas without significant reserve component attachments.

**Conclusion:** In the final analysis the RAND report covers a wide variety of issues that the Army is facing and addressing today. The push for jointness, examining a brigade centric expeditionary Army, modular units characterized by unit manning, tiered readiness, and force mix are all in the force developers action box. Therefore, I believe the report hit the target when they said their aim was to engage the community in the debate over which forces and capabilities the Army needs. Current operations and spiraling capabilities from the future force to the current force make the transformation debate more relevant and bring urgency to the suggested changes the report calls on the Army to undertake.

T. Polmateer

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### **“HOW THE ARMY RUNS” HANDBOOK**

The 2003-2004 edition of the Army War College (AWC) Handbook has been published. An electronic version of this handbook can be found at: [www.carlisle.army.mil](http://www.carlisle.army.mil) (Once in this site go to the AWC page then click on the Department of Command, Leadership, and Management. At that page, click on How The Army Runs.)

Copies of this handbook can be purchased from the Government Printing Office (GPO). Website address for the GPO is: <http://bookstore.gpo.gov>

Students attending courses at the Army Force Management School will be issued a copy as part of their student text package.

## NEW LEADERSHIP



### *United States Army*

**Brigadier General DAVID C. RALSTON**

**Director of Force Management  
Office of the Deputy Chief of Staff, G-3  
United States Army  
460 Army Pentagon, Room 2B349  
Washington, DC 20310-0460  
since June 2003**



BG Ralston became the Director of Force Management in June 2003 replacing BG Hardy who has been reassigned to the position of Commanding General 24th Infantry Division (Mechanized) at Fort Riley, Ks. Following is a brief resume on BG Ralston.

#### SOURCE OF COMMISSIONED SERVICE: ROTC

#### MILITARY SCHOOLS ATTENDED

Field Artillery Officer Basic and Advanced Courses  
United States Army Command and General Staff College  
Senior Service College Fellowship – Harvard University

#### EDUCATIONAL DEGREES

Weber State University – BS Degree – Finance  
Central Michigan University – MA Degree – Personnel  
Management and Administration

#### MAJOR DUTY ASSIGNMENTS

<u>FROM</u>	<u>TO</u>	<u>ASSIGNMENT</u>
Oct 75	Feb 77	Reconnaissance and Survey Officer, 6th Battalion, 33d Field Artillery, III Corps Artillery, Fort Sill, Oklahoma
Mar 77	Feb 78	Fire Direction Officer, later Lance Missile Firing Platoon Leader, B Battery, 6th Battalion, 33d Field Artillery, III Corps Artillery, Fort Sill, Oklahoma
Feb 78	Sep 78	Commander, Headquarters and Headquarters Battery, 9th Field Artillery Missile Group, Fort Sill, Oklahoma
Sep 78	Sep 79	Commander, C Battery, 6th Battalion, 33d Field Artillery, III Corps Artillery, Fort Sill, Oklahoma
Oct 79	Apr 80	Student, Field Artillery Officer Advanced Course, United States Army Field Artillery School, Fort Sill, Oklahoma
Apr 80	Mar 82	Commander, Headquarters and Headquarters Battery, Division Artillery, 1st Armored Division, United States Army Europe and Seventh Army, Germany
Mar 82	May 83	Brigade Fire Support Officer, 6th Battalion, 14th Field Artillery, 1st Armored Division, United States Army Europe and Seventh Army, Germany
May 83	Mar 84	Aide-de-Camp to the Commanding General, United States Army Element, Allied Forces Central Europe, The Netherlands
Mar 84	Jun 87	Personal Distribution Management Officer, later Personnel Management Officer, later Field Artillery Branch Assignment Officer, United States Total Army Personnel Command, Alexandria, Virginia

Aug 87	Jun 88	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Jun 88	Apr 90	S-3 (Operations), 3d Battalion, 3d Field Artillery, 2d Armored Division, Fort Hood, Texas
Apr 90	Apr 91	S-3 (Operations), Division Artillery, 2d Armored Division, Fort Hood, Texas
Apr 91	Apr 92	Executive Officer, Division Artillery, 1st Cavalry Division, Fort Hood, Texas
Jun 92	Jun 94	Commander, 3d Battalion, 1st Field Artillery, 3d Infantry Division (Mechanized), United States Army Europe and Seventh Army, Germany
Jun 94	Jun 95	Student, United States Army Senior Service College Fellowship, Harvard University, Cambridge, Massachusetts
Jul 95	Jun 97	Deputy Director, Officer and Enlisted Personnel Management, Office of the Assistant Secretary of Defense, Washington, DC
Jun 97	Jul 99	Commander, Division Artillery, 1st Cavalry Division, Fort Hood, Texas
Jul 99	Oct 01	Chief of Staff, United States Army Field Artillery Center, Fort Sill, Oklahoma and Assistant Chief of Staff Operations, KFOR, OPERATION JOINT GUARDIAN, Pristina, Kosovo
Oct 01	Jun 03	Deputy Commanding General/Assistant Commandant United States Army Field Artillery Center and School, Fort Sill, Oklahoma

#### SUMMARY OF JOINT ASSIGNMENTS

<u>Assignment</u>	<u>Dates</u>	<u>Rank</u>
Aide-de-Camp to the Commanding General, United States Army Element, Allied Forces Central Europe, The Netherlands	May 83 - Mar 84	Captain
Deputy Director, Officer and Enlisted Personnel Management, Office of the Assistant Secretary of Defense, Washington, DC	Jul 95 - Jun 97	Colonel

#### US DECORATIONS AND BADGES

Legion of Merit (with Oak Leaf Cluster)  
 Defense Meritorious Service Medal (with Oak Leaf Cluster)  
 Meritorious Service Medal (with 4 Oak Leaf Clusters)  
 Joint Service Commendation Medal  
 Army Commendation Medal (with Oak Leaf Cluster)  
 Army Achievement Medal  
 Parachutist Badge  
 Office of the Secretary of Defense Identification Badge

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## **CHIEF, FORCE MANAGEMENT INITIATIVES DIVISION**

(While Mr. Lebron is the Army's G3 Representative, administrative oversight of the AFMS and its mission is provided by the Chief of the Force Management Initiatives Division (DAMO-FMI), a military position- COL McClellan is recently assigned)

Colonel Wesley L. McClellan, a native of Reading, Michigan, began his military career in 1983 as a tracked vehicle mechanic with the Michigan Army National Guard and commissioned a second lieutenant of Ordinance from the Michigan Military Academy Officer Candidate School in 1985. Following graduation from the Ordinance Officer Basic Course, he served as a platoon leader and detachment commander. During Operation Desert Storm, he commanded the 1461st Transportation Company and returned to CONUS to serve as the Battalion S2/3 of the 107th Corps Support Battalion. After completing the Combined Arms Services Staff School, he served as commander of the 1070th Maintenance Company (O4 command) in Lansing, Michigan. In July of 1995, COL McClellan was assigned as a Plans/Programs Officer with the Operations Division, National Guard Bureau. After graduation from the Command and General Staff College, COL McClellan completed a Masters of Science from Central Michigan

University while assigned as a Plans Analyst with the Program Analysis and Evaluation Division, National Guard Bureau. He later served in that division as a Branch Chief and Deputy Division Chief before his selection to attend Senior Service College.

In June of 2003, COL McClellan graduated with a Master of Science in National Security Strategy from the National War College at Ft. McNair, Washington D.C. before assignment to his current position as Chief of the Initiatives Division, Force Management Directorate, Deputy Chief of Staff, G-3, HQDA.

COL McClellan's military awards and decorations include the Bronze Star, the Army Meritorious Service Medal with 2 oak leaf clusters, the Army Commendation Medal with 2 oak leaf clusters, SWA Service Medal w/3 BS, Kuwait Liberation Medal, and Armed Forces Reserve Medal with "M" device.

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## MEET OUR NEWEST INSTRUCTOR

### INSTRUCTOR RETURNS AFTER 9 YEARS

Dave Retherford has returned to instruct the AFMS' flagship Force Management Course after teaching it as a young Lieutenant Colonel nine years ago. That's when MPRI was awarded the contract. Prior to that, The Force Integration Division under the Command and General Staff College taught the course for the Army with three Lieutenant Colonels and two Majors. Retherford said, "Considering that there are only about 200 folks in Functional Area 50, five field grade officers just to teach the subject seems like a pretty steep price. The change was a good example of the Army making a choice between what is nice and what is essential. As a bonus, I think that the current course is of a higher quality as well."



He especially enjoys teaching the Department of the Army Civilians with no experience as soldiers. "There isn't any course to teach them how a division operates; I used to do that one-on-one after class. The current course spends a fair amount of time teaching that, which I believe fills a real need."

Another change is the location. The old course was taught in a three-week format three times a year in a hotel in Kansas City and the instructors traveled to teach a two-week version at the Army's Major Commands and other locations about six times a year. One of those locations was FT Belvoir, about four blocks from the house he now lives in.

Retherford was the Chief of the Force Integration Division for the last six months of its existence. As other instructors retired, he picked up their classes and was teaching over half the course in the end. Also, as the FID Chief he was the proponent for Functional Area 50A. He made that discovery when HQDA G3 directed him to write the decision paper to merge FA 50A into FA54, Operations, which the Vice Chief of Staff of the Army approved. It was the career equivalent of calling fire on top of your own position. But he says "You know, the great thing about the Army is that they can destroy your job or even your career field, but they just shift you to another one and keep paying you. After FID, I had nine more years of great assignments. Serving with my fellow soldiers and DACs has been a tremendous privilege." He adds "I never dreamed that I would end up working for MPRI. In force management we talk of controlling change. I couldn't have less change in my post-retirement life if I had planned it."

## **2003 - 04 COURSE SCHEDULE**

### **FORCE MANAGEMENT COURSE**

01-04A	8 - 19 December 2003 (NCO)
02-04	5 - 30 January 2004
03-04	2 - 27 February 2004
04-04	1 - 26 March 2004
05-04	29 March - 23 April 2004
06-04	26 April - 21 May 2004
07-04	2 - 29 June 2004
08-04	7 July - 3 August 2004
09-04	4 - 31 August 2004
10-04	13 September - 8 October 2004

### **ACTION OFFICER FORCE INTEGRATION COURSE**

18-03	27 - 31 October 2003
01-04	17 - 21 November 2003
04-04	12 - 16 January 2004
05-04	2 - 6 February 2004
06-04	23 - 27 February 2004
07-04	1 - 5 March 2004
08-04	15 - 19 March 2004

### **ARMY/ JOINT STAFF OFFICER ORIENTATION COURSE (AJSOOC)**

02-04	5 - 9 January 2004
03-04	29 March - 2 April 2004
04-04	7 - 11 June 2004
05-04	21 - 25 June 2004

# Force Management Directorate Organization

**MISSION:** Serves as the HQDA proponent for all Army force structure related policies, processes, procedures and actions through the TAA, PPBES, Command Plan, and other processes. Integrate doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTLMPF) requirement solutions into Army organizations. Document and account requirements and authorizations to accomplish G-3 prioritized Army missions and functions. Orchestrate special force structure projects.

